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Determinants of Leaders' Success: Toward an Integrated Model of Personality, Beliefs, Behavior, and Diversity

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DETERMINANTS OF LEADERS' SUCCESS: TOWARD AN INTEGRATED MODEL OF PERSONALITY, BELIEFS, BEHAVIOR, AND DIVERSITY

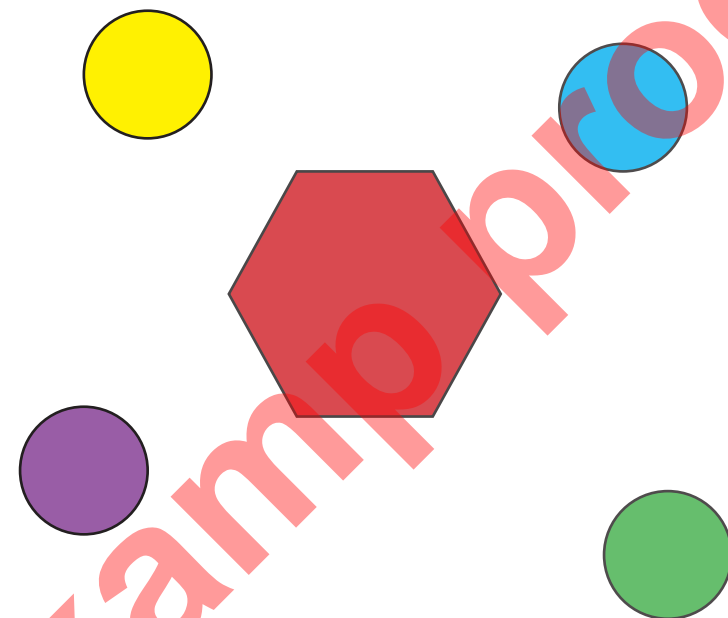
Leaders are important organizational members. The impact of their actions in companies is probably greater than actions from any other member in organizations, since they are able to affect attitudes, cognitions, and behaviors of individuals, and processes and performance of teams and organizations. Due to the high impact of leaders, many researchers tried to investigate the following question: What determines a leader's success? The answers are diverse and include leaders' personality, behavior, and beliefs as well as contingency factors such as diversity. Interestingly, although it is highly likely that these factors indeed all affect a leader's success, they have rarely been studied in combination. In the pursuit to better understand leaders' success and its influencing factors, this dissertation provides an integrative picture pertaining to the different factors that might influence leaders' success. It illustrates that leaders' personality, leadership behavior, diversity, and partially leaders' beliefs influence the success of leaders together rather than in isolation. These findings have important implications for research and organizations in the area of leadership and diversity management, which will be discussed within the book.

Anika Deinert

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